
Environmental and Social data supplement


to the Integrated Annual
Report and Accounts 2021/22



PURPOSE OF THIS DOCUMENT

This supplement has been prepared to provide a repository of data on subject matter reported in the Environmental and Social reviews (pages 21-33) of the Integrated Annual Report and Accounts 2021/22 which can be found online at thecrownestate.co.uk/Annual-Report-2022 and should be read in conjunction with it for context.

Assurance

KPMG LLP has provided independent limited assurance over selected data included within our Integrated Annual Report at: thecrownestate.co.uk/Annual-Report-2022, using the assurance standard ISAE (UK) 3000 and, for selected greenhouse gas data, ISAE 3410. KPMG has issued an unqualified opinion over the selected data and their full assurance statement is available on our website which, together with our Reporting Criteria, should be read in conjunction with the selected data in this report. See both KPMG's opinion and our Reporting Criteria at: thecrownestate.co.uk/assurance-reporting. The data subject to KPMG's assurance has been reproduced in this report where you see the symbol .

CONTENTS

	Supplement page number	Annual Report page number
TOWARDS A NET ZERO CARBON FUTURE		
Renewables		
Offshore wind generated renewable energy	2	23
Carbon emissions avoided from the generation of offshore wind renewable energy	2	23
Purchased renewables	2	23
On-site generation	2	23
Energy use		
Absolute and intensity (Scopes 1 and 2)	3	24
Energy savings	3	23
Energy costs	3	-
Greenhouse gas emissions		
Absolute and intensity (Scopes 1 and 2)	4	24
Scope 3	4	25
Breakdown of all emissions reported	5	-
STEWARDSHIP OF THE UK'S NATURAL ENVIRONMENT AND BIODIVERSITY		
Waste		
Operational waste	6	26
Construction waste	6	26
Water		
Water consumption	7	26
Habitat creation and conservation		
Green space	7	26
Windsor designated land	7	27

	Supplement page number	Annual Report page number
OUR COMMUNITIES		
Supporting employment in local communities	8	29
HEALTH, WELLBEING AND DIVERSITY		
Health and safety	9	29
Our people		
Wellbeing and mental health	10	30
Employee engagement	10	30
Ethnicity	11	30
Female representation	11	31
Staff breakdown by gender, employment type and region	11	-
Gender pay gap	12	31
Learning and development	12	32
Volunteering	12	33
Staff turnover	13	32
STAKEHOLDER ENGAGEMENT		
Our customers		
Customer satisfaction	14	33
Net Promoter Score	14	33

Methodologies

For more information, see thecrownestate.co.uk/assurance-reporting

TOWARDS A NET ZERO CARBON FUTURE

Renewables

See related information in the Annual Report on **pages 23**

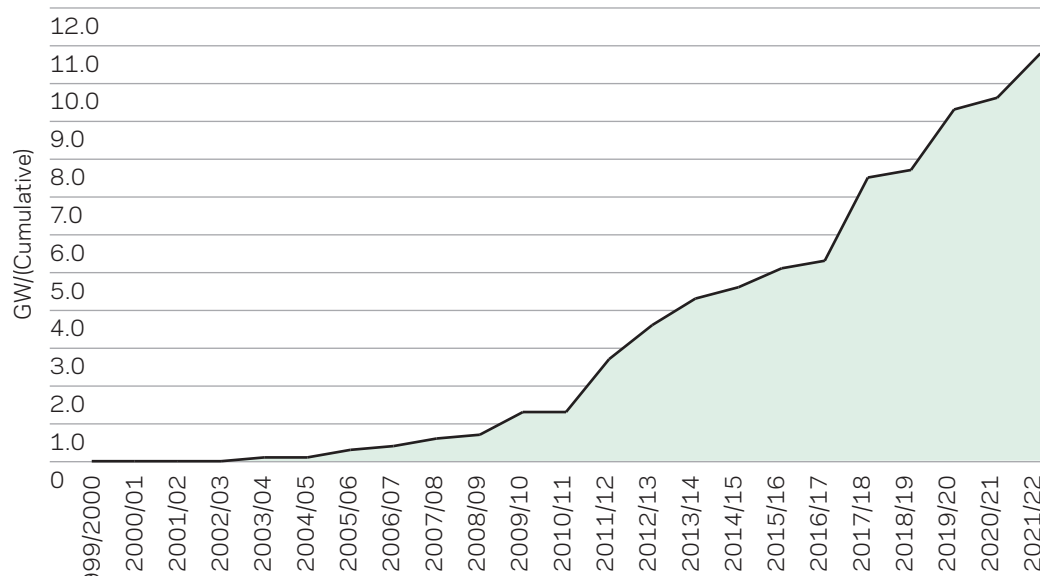
Offshore wind generated renewable energy

During 2021/22, across our seabed holdings, cumulative operational capacity in the offshore wind sector increased from 9.61GW to 10.78GW[△] (an increase of 1.17GW[△]).

Cumulative capacity of offshore wind

	2017/18	2018/19	2019/20	2020/21	2021/22
Cumulative capacity (GW)	7.5	7.7	9.31	9.61	10.78[△]

Cumulative GW of offshore renewable energy installed



Data from 2014/15 onwards shows GW capacity from turbines installed and operating (i.e. grid connected). Previous years' data included those installed but not yet operating.

[△] Independent limited assurance (see inside front cover)

Carbon emissions avoided from the generation of offshore wind renewable energy

	2020/21	2021/22
Total electricity generated (TWh)	35.3	34.0
Carbon emissions avoided (tCO ₂)	14.1 million	13.3 million

Carbon emissions avoided represents the carbon dioxide that would have been emitted by traditional power stations to generate electricity, in the absence of renewable energy. A study of greenhouse gas emissions of the UK electricity system by R.C. Thomson (2014) demonstrated that wind power displaces coal- and gas-fired power stations, and that partial loading of fossil-fuelled power stations has an efficiency penalty of 11%. The CO₂ displaced by offshore wind can be calculated by using BEIS' emissions statistics for 'all fossil fuels' and subtracting 11% to account for the induced efficiency penalty.

Purchased renewables

99%[△] (2020/21: 71%) of our electricity purchased (relating to 93% of electricity meters) during the year was from renewable sources.

On-site generation (direct-managed portfolio)

	2017/18 MWh	2018/19 MWh	2019/20 MWh	2020/21 MWh	2021/22 MWh
Solar photovoltaics (PVs)	500	83	589	81	133

TOWARDS A NET ZERO CARBON FUTURE

Energy use

See related information in the Annual Report on **pages 23-24**

Energy use - absolute^{1,2}

Source	Absolute (MWh)				Like-for-like (MWh)		
	2019/20	2020/21	2021/22	Year-on-year % change	2020/21	2021/22	Year-on-year % change
Electricity	68,073	52,262	60,134	+15%	48,396	57,839	+20%
Fuel	38,293	28,408	24,270	-15%	24,292	23,205	-4%
Total	106,366	80,670	84,404 [△]	+5%	72,688	81,044	+11%
Number of assets	158	145	136	-6%	120	120	

Energy intensity (kWh/m²)

Total intensity³	191	136	109	-20%
Office/mixed use (GIA) ⁴	413	294	204	-31%
Retail shopping centres (CPA) ⁴	89	76	91	+20%
Retail parks (exterior area) ⁴	5	4	10	+154%

- All data relates to those assets where The Crown Estate is responsible for procuring the energy.
- The absolute data reported above represents 88% of floor areas in our London and Regional portfolios and on the Windsor Estate where The Crown Estate is responsible for procuring the energy (2020/21: 88%).
- The energy intensity data represents 73% (2020/21: 39%) of floor areas. Assets contributing to the figure account for 86% (2020/21: 59%) of the absolute energy consumed at directly managed properties in 2021/22.
- Energy intensity is split according to sector types, in recognition of the varied asset operation, data coverage and resulting energy profiles.

The office/mixed-use denominator is based on whole building gross internal area (GIA). The retail shopping centre (enclosed space) denominator is based on common parts area (CPA), in line with the Better Building Partnership approach to benchmarking. The retail parks denominator is based on exterior area associated with external lighting and services (exterior), again in line with the Better Building Partnership approach to benchmarking.

Energy savings

Energy saving measures, across 28 directly managed assets, represent expected energy savings of 2.561 million kWh and equivalent savings of £0.3 million. The energy savings equate to 504 tCO₂e avoided.

Energy costs (where The Crown Estate is responsible for procuring the energy)

Fuel type	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Electricity	7.2	9.2	9.8	6.6	11.9
Gas	0.9	1.3	1.3	1.5	1.7
Total	8.1	10.5	11.1	8.1	13.6

Estimations and uncertainty

We are always seeking to improve the quality of our data and to use the latest and most accurate industry models. Despite this, environmental reporting in particular is an evolving area and our reporting necessarily involves certain estimates and assumptions.

Methodology for quantification and reporting of energy and carbon data

We quantify and report our organisational greenhouse gas (GHG) emissions according to the GHG Protocol, using the operational control approach. Energy use data has been collated and converted into carbon dioxide equivalent (CO₂e) using the UK government Conversion Factors for Company Reporting in order to calculate emissions from corresponding activity data.

This report is prepared in accordance with the GHG Protocol's Scope 2 Guidance. We therefore report both a location-based and market-based Scope 2 emissions figure (and Scope 3 as applicable). The Scope 2 market-based figure reflects emissions from electricity purchasing decisions that we make. When quantifying emissions using the market-based approach we use supplier specific emissions factors where possible.




If these factors are unavailable, a residual mix emissions factor is used and, as a final alternative, a location-based grid emissions factor is used.

More information can be found in our Environmental Reporting Criteria online at: thecrownestate.co.uk/assurance-reporting

TOWARDS A NET ZERO CARBON FUTURE

Greenhouse gas emissions

 See related information in the Annual Report on pages 24-25
Greenhouse gas emissions - absolute Scopes 1 and 2¹

Emission scopes	2019/20 (tCO ₂ e)	2020/21 (tCO ₂ e)	2021/22 (tCO ₂ e)
Scope 1 Direct emissions from fleet and heating of buildings	7,457	5,546	3,495
Scope 1 Refrigerants ⁴	n/a	n/a	285
Scope 1 Owned vehicles and machinery ⁴	n/a	n/a	225
Total Scope 1	7,457	5,546	4,005 
Scope 2 (location-based) Emissions from generated electricity usage	9,247	7,681	7,514 
Gross Scope 1 and 2 emissions (location-based)	16,704	13,227	11,519
Year-on-year percentage decrease	9.3%	21%	13%
Scope 2 (market-based) Emissions from generated electricity usage	1,760	4,253	125 
Emissions intensity (2019/20) baseline	(kgCO ₂ e/ m ²)	(kgCO ₂ e/ m ²)	(kgCO ₂ e/ m ²)
Total intensity³	44	29	22
Office/mixed-use (GIA) ²	96	63	42
Retail shopping centres (CPA) ²	23	18	19
Retail parks (exterior area) ²	1	1	2

1 All data relates to those assets where The Crown Estate is responsible for procuring the energy.


2 The absolute data reported above represents 69% of floor areas of our London and Regional portfolios and on the Windsor Estate (2020/21: 68%).

3 Carbon intensity data represents 73% (2020/21: 39%) of the floor area. Assets contributing to the intensity data account for 86% (2020/21: 59%) of the absolute energy consumed at properties where The Crown Estate is responsible for procuring the energy.

4 For prior years owned vehicles and machinery emissions were included within direct emissions from fleet and heating of buildings. A more granular approach has been adopted in 2021/22 enabling us to disclose the emissions for this category. No data was collected for refrigerants in 2019/20 or 2020/21.

 Independent limited assurance (see inside front cover)

Greenhouse gas emissions - absolute (indirect Scope 3)

GHG Protocol category	2019/20 (tCO ₂ e)	2020/21 (tCO ₂ e)	2021/22 (tCO ₂ e)
Scope 3 Category 3: electricity and transmission distribution losses	1,477	1,048	1,130
Scope 3 Category 6: business travel	181	52	20
Scope 3 Category 8: leased vehicles/ machinery/ tools ⁴	n/a	n/a	134
Scope 3 (location-based) Category 13: evidenced customer-purchased electricity	8,232	4,549	6,205
Gross Scope 3 emissions	9,890	5,649	7,489 
Year-on-year percentage increase /(decrease)	(0.1%)	(42.9%)	32.6%
Scope 3 (market-based) Category 13: evidenced customer-purchased electricity	15	1,030	-
Additional Scope 3 categories to be reported against as part of our SBTs			
Scope 3 Category 1: purchased goods and services	n/a	99,455	45,523
Scope 3 Category 2: capital goods	n/a	49,054	27,315
Scope 3 Category 5: waste generated in operations	n/a	169	108
Scope 3 Category 7: employee commuting	n/a	358	101
Scope 3 Category 13: downstream leased assets	n/a	42,051	41,311
Total gross Scope 3 emissions	n/a	196,736	121,847

Location-based emissions: emissions from electricity usage calculated in accordance with the spread of energy sources in the National Grid over the year in question (e.g. fossil fuels and renewables).

Market-based emissions: emissions from electricity usage calculated taking into account the sources of the energy purchased (e.g. validated renewable sources) and the corresponding emissions actually released into the atmosphere (i.e. as a result of the purchase of non-renewable sources).

TOWARDS A NET ZERO CARBON FUTURE

Greenhouse gas emissions continued

Greenhouse gas emissions

Direct and indirect GHG emissions, by scope, weight and source (tCO₂e)

		2017/18	2018/19	2019/20	2020/21	2021/22
Direct energy consumption	Gas and heating fuel in buildings	5,246	6,279	7,080	5,178	3,495
	Refrigerants	n/a	n/a	n/a	n/a	285
	Fleet (petrol and diesel)	172	165	168	109	23
	Machinery fuels	245	234	209	259	202
	Total Scope 1 emissions	5,663	6,678	7,457	5,546	4,005 [△]
Scope 2 emissions						
Electricity generated - indirect energy consumption		14,542	11,738	9,247	7,681	7,514
	Total Scope 2 emissions	14,542	11,738	9,247	7,681	7,514 [△]
Scope 3 emissions						
Category 3: electricity transmission and distribution losses (modelled)	London and Regional portfolios	2,130	1,640	1,446	983	1,104
	Windsor	33	37	31	65	26
	Total	2,163	1,677	1,477	1,048	1,130
Category 6: business travel	Taxi	2	2	2	1	1
	Rail	17	13	13	5	3
	Air	137	147	149	39	2
	Personal car	32	16	17	7	14
	Total	188	178	181	52	20
Category 8: leased vehicles/machinery/tools	Total	n/a	n/a	n/a	n/a	134
Category 13: evidenced customer-purchased energy	Total	8,722	8,048	8,232	4,549	6,205
	Total Scope 3 emissions	11,073	9,903	9,890	5,649	7,489 [△]
	Gross Scope 1, 2 and 3 emissions	31,278	28,319	26,594	18,876	19,008 [△]

This table does not reflect the additional Scope 3 categories to be reported against as part of our SBTs.

STEWARDING THE UK'S NATURAL ENVIRONMENT AND BIODIVERSITY

Waste

See related information in the Annual Report on **page 26**

Operational waste

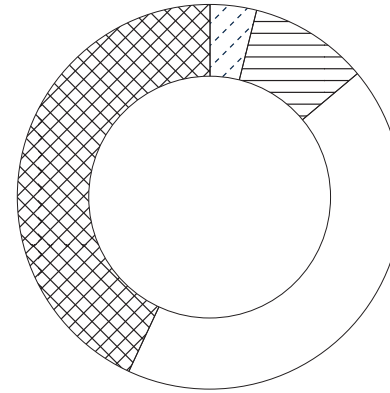
Operational waste is defined as waste generated as a result of our direct activities or those of our customers where the disposal of waste is under our management (covering our London, Regional and Windsor portfolios).

Operational waste generated and disposal route

	2017/18	2018/19	2019/20	2020/21	2021/22
Waste generated from buildings where we collect the waste (tonnes)	6,281	8,297	8,465	2,263	5,476
Percentage of non-hazardous waste diverted from landfill	100%	100%	100%	100%	100%
Waste disposal route					
Recycled (following on-site segregation)	50%	48%	43%	66%	43%
Anaerobic digestion	3%	6%	12%	7%	10%
Composting	0%	0%	0%	0%	4%
Total recycled	53%	54%	55%	73%	57%
Incineration off site (with energy recovery)	47%	46%	45%	27%	43%
Waste cost avoided					
Avoided landfill costs (£)	540,794	738,018	773,278	213,061	529,336

Avoided waste costs for 2021/22 are based on landfill tax of £96.70 per tonne (2020/21: £94.15 per tonne).

Operational waste generated - end disposal breakdown 2021/22



<input checked="" type="checkbox"/> Composting	4%
<input checked="" type="checkbox"/> Anaerobic digestion	10%
<input checked="" type="checkbox"/> Recycled (following on-site segregation)	43%
Total Recycled	57%
<input checked="" type="checkbox"/> Incineration off-site (with energy recovery)	43%

Construction waste

Construction waste is defined as waste generated by our construction partners working on our behalf. The data in the table below does not include demolition waste. However, all development projects working to our newest version of the Development Sustainability Principles (DSPs) v3 are required to collect demolition waste data and it will be reported as new construction projects commence.

Construction waste generated and diverted

	2017/18	2018/19	2019/20	2020/21	2021/22
Construction waste generated (tonnes)	2,007	2,830	3,628	663	-
Number of projects	14	10	4	4	0
Diversion from landfill					
% diverted from landfill	98%	89%	94%	91%	-
Waste cost					
Avoided landfill costs (£)	170,125	224,046	310,375	56,608	-

There were no construction projects during 2021/22 and as a result no waste intensities are reported.

STEWARDING THE UK'S NATURAL ENVIRONMENT AND BIODIVERSITY

Water

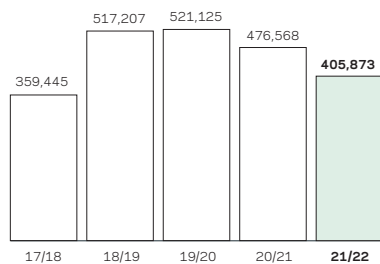
Water - absolute consumption (m³)

	2017/18	2018/19	2019/20	2020/21	2021/22
Water consumption from municipal supplies:					
London and Regional portfolios	221,964	376,364	359,648	330,512	338,000
Windsor	137,481	140,843	161,477	146,056	67,873
Total water consumption from municipal supplies	359,445	517,207	521,125	476,568	405,873
Water consumption from other supplies:					
Water abstraction from Windsor	29,441	60,508	36,013	120,659	191,836
Water from rainwater harvesting	8,668	6,922	11,745	1,419	15,245
Total water consumption (absolute)	397,554	584,637	568,883	598,646	612,954
Number of London and Regional properties included in analysis	66	73	75	87	92
Water consumption (m³) (indirect use):					
Construction projects	n/a	49,270	1,971	1,094	0
Number of projects included in analysis	n/a	9	4	4	0

There were no construction projects during 2021/22.

Absolute water consumption from municipal supplies (m³)

405,873



Habitat creation and conservation

See related information in the Annual Report on **pages 26 -27**

Green space (m²)

Cumulative additional 'valuable'¹ green space created.

	2017/18	2018/19	2019/20	2020/21	2021/22
London (2012/13 baseline)	2,984	3,359	3,362	3,703	4,000

1 Wild West End adopts the Preliminary Ecological Appraisal methodology for green spaces. For details see online at: <http://www.wildwestend.london/monitoring>

Windsor designated land

The Windsor Estate is one of the country's most unique and important environmental and ecological sites. It comprises nearly 16,000 acres (6,500 hectares) of land, of which nearly half is subject to environmental, ecological and land use designations, such as:

- Special Area of Conservation (SAC)
- Special Protected Area (SPA)
- Sites of Special Scientific Interest (SSSIs)

All of Windsor's SSSIs (2,980 hectares) are currently categorised as being in 'favourable' condition by Natural England.

The Estate has 1,600 hectares of parkland, 1,200 hectares of agricultural land and 3,100 hectares of woodland and forest, including at least 7,000 veteran and ancient trees (ongoing surveys suggest the total is actually much higher than this).

OUR COMMUNITIES

Supporting employment in local communities



See related information in the Annual Report on **page 29**

We partner with a number of others to help deliver employment and work experience opportunities for young people, often from disadvantaged backgrounds.

Employment programmes

	2018/19	2019/20	2020/21	2021/22
Recruit Regional				
Placements	154	154	88	332
Mentoring Circles¹				
Participants	n/a	12	12	n/a
subsequently employed	n/a	5	5	n/a
Intern programmes²				
Participants	4	6	5	8
subsequently employed (in related sector)	2	4	4	1
Secondments				
Civil Service Graduate Fast Stream	n/a	n/a	n/a	3
Apprenticeships				
Internal	5	3	1	3
Bike Drop ³	n/a	n/a	7	n/a

1 The Mentoring Circles programme did not take place in 2021/22.

2 Our Next Generation Programme focuses on early careers. Over the last two years it has focused on internships.

3 We partnered with London Progression Collaboration to use part of our unused Apprenticeship Levy to fund apprenticeship schemes on behalf of our customers. Bike Drop took the opportunity.

HEALTH, WELLBEING AND DIVERSITY

Health and safety

See related information in the Annual Report on **page 29**

Metrics




Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDORs)

We had six employee RIDDOR incidents (all at the Windsor Estate) and seven RIDDOR incidents involving members of the public within those parts of the portfolio managed on behalf of The Crown Estate by third parties.

RIDDOR type

	2018/19	2019/20	2020/21	2021/22
RIDDORs - direct	2	0	2	6
RIDDORs - indirect	1	2	3	7

Accident Frequency Rate (AFR), Accident Severity Rate (ASR) and Lost Time Injury Frequency Rate (LTIFR)

	2018/19	2019/20	2020/21	2021/22
AFR	0.24	0.00	0.21	0.58 
Construction AFR	0.00	0.00	0.24	0.00 
ASR	0.06	0.04	0.02	0.06
LTIFR	n/a	n/a	n/a	0.61 

Environmental incidents

We had no reportable environmental incidents during 2021/22 and 17 non-reportable incidents.

Environmental incidents	2018/19	2019/20	2020/21	2021/22
Reportable	NR	2	0	0
Non-reportable	NR	12	8	17
Fines incurred (£)	0	0	0	0

NR - not reported.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) covers incidents which require to be reported to the Health and Safety Executive (HSE).

Accident Frequency Rate (AFR) measures the total number of injuries sustained by employees of The Crown Estate, reportable to the HSE under the RIDDOR regulations, per 100,000 employee hours worked. This is calculated by: number of employee RIDDOR injuries divided by total hours worked x 100,000. This excludes non-injury incidents.

Construction Accident Frequency Rate (AFR) measures the total number of injuries sustained on a development led project of The Crown Estate, reportable to HSE under the RIDDOR regulations, per 100,000 site employee hours worked. This is calculated by: number of site employee RIDDOR injuries at the development sites / total hours worked x 100,000. This excludes non injury incidents and only applies to notifiable projects (projects that have been live during the reporting period).

Accident Severity Rate (ASR) measures the total number of Crown Estate employee lost days/total hours worked x 1,000. Number of employees lost days per 1,000 hours worked (any lost days from 1-180) relating to direct employees only including absence relating to accidents.

Lost Time Injury Frequency rate (LTIFR) Captures any injury sustained to an employee of The Crown Estate and the wider supply chain that impacted their ability to go to work the next day and thereafter following the injury. This is calculated by the number of lost time injuries (inclusive of RIDDOR injuries) divided by the hours worked times 100,000.

HEALTH, WELLBEING AND DIVERSITY

Our people

See related information in the Annual Report on **page 30**

Wellbeing and mental health

Sickness absence rate	2018/19	2019/20	2020/21	2021/22
Sickness rate	2.31	2.63	1.66	2.03
National average	2.5	2.7	2.9	2.5

Source of national average is XpertHR.

Mental health first aiders	2018/19	2019/20	2020/21	2021/22
Number of trained mental health first aiders (volunteers)	43	73	64	51
Number of staff (as at 31 March)	433	472	495	543
Ratio of first aiders to staff members	1:10	1:7	1:8	1:11

Employee engagement

Our Group-wide employee engagement survey, One Voice, is completed once a year. In 2021/22 84% of our employees completed the survey (2020/21: 79%).

Percentages stated in the results below refer to the total favourable responses to an answer. Favourable responses were the top two response options ('agree' or 'tend to agree') out of five options offered. The UK national benchmark is provided by Willis Towers Watson.

Areas where we performed well compared to the benchmark:

'I am proud to work for The Crown Estate'

89%

positive response (2020/21: 93%)

5 percentage points above the benchmark

Empowerment

80%

positive response (2020/21: 78%)

In line with the benchmark

Areas where we need to improve compared to the benchmark:

The Crown Estate is a 'Great place to work'

78%

positive response (2020/21: 84%)

2 percentage points below the benchmark

Wellbeing

69%

positive response (2020/21: 86%)

2 percentage points below the benchmark

Talent and opportunity

54%

positive response (2020/21: 58%)

10 percentage points below the benchmark

HEALTH, WELLBEING AND DIVERSITY

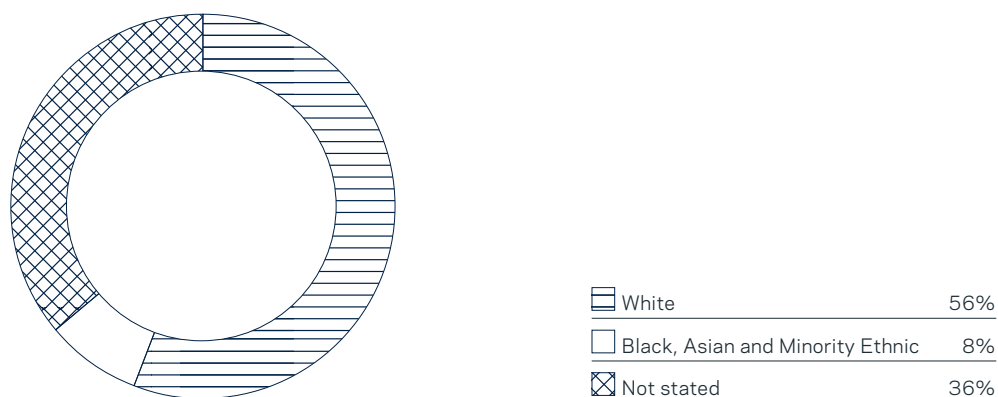
Our people continued

See related information in the Annual Report on pages 30-31

Ethnicity

	2018/19 %	2019/20 %	2020/21 %	2021/22 %
White	54	56	58	56
Black, Asian and Minority Ethnic	6	8	8	8
Not disclosed	40	36	34	36

Staff ethnicity as at March 2022



Female representation

	2018/19		2019/20		2020/21		2021/22	
	%	Number	%	Number	%	Number	%	Number
Proportion and number of Board Members (including Counsellors) who are female ¹	44	4	50	4	50	4	57	4
Proportion and number of senior management team (GLT) who are female	60	3	50	2	30	3	45	5
Proportion and number of employees who are female ²	37	156	39	178	41	199	43	220

1 Prior year figures have been restated as previously Counsellors were not included in the calculation.

2 This figure is based on the average number of female staff throughout the year (prior year figures have been restated as they were previously calculated by reference to the number of staff at the year end date).

Staff breakdown by gender, employment type and region

Based on average number of staff throughout the year

	2017/18	2018/19	2019/20	2020/21	2021/22
Total staff	404	420	456	481	512
Employment contract					
Full time	372	378	412	435	470
as a proportion of total staff	92%	90%	90%	90%	92%
Part time	32	42	44	46	42
as a proportion of total staff	8%	10%	10%	10%	8%
Gender					
Female	150	156	178	199	220
number of females working full time	129	130	151	167	190
proportion working full time	86%	83%	85%	84%	86%
number of females working part time	21	26	27	32	30
proportion working part time	14%	17%	15%	16%	14%
Male	254	264	278	282	292
number of males working full time	243	248	261	268	280
proportion working full time	96%	94%	94%	95%	96%
number of males working part time	11	16	17	14	12
proportion working part time	4%	6%	6%	5%	4%
Demographics					
London	231	248	288	319	349
Windsor	173	172	168	162	163

HEALTH, WELLBEING AND DIVERSITY

Our people continued

 See related information in the Annual Report on pages 31-32

Gender pay gap

As at April each year	2017	2018	2019	2020	2021
Mean base pay gap	-3%	-5.6%	-3.2%	+5.9%	+5.8% ◇
Median base pay gap	-31%	-25.6%	-13.0%	-6.3%	+1.9% ◇
Mean bonus pay gap	+16%	+10.4%	-0.6%	+14.6%	+8.1% ◇
Median bonus pay gap	-12%	-57.6%	-54.1%	-61.2%	-7.2% ◇

A positive figure indicates the pay gap favours men, a negative figure indicates the pay gap favours women.

See the full report on gender pay on our website at: thecrownestate.co.uk/gender-pay-gap

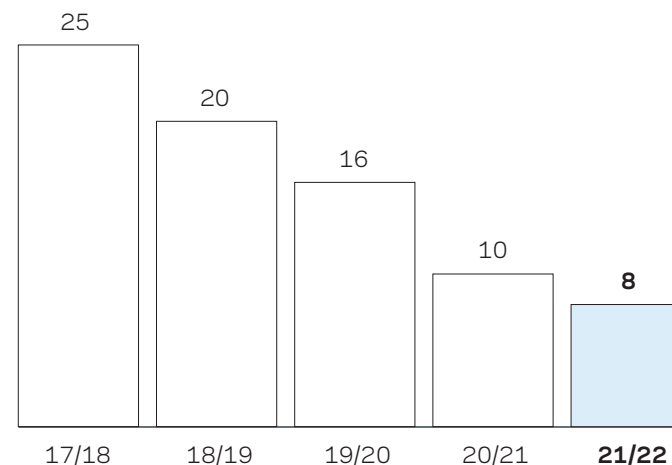
Assurance

◇ This data has been reproduced from our website disclosure and has been independently assured by KPMG LLP under ISAE (UK) 3000. KPMG's unqualified Limited Assurance Opinion can be viewed online at: thecrownestate.co.uk/assurance-reporting

Learning and development

Average hours of training per year per person
a reduction of 20% on 2020/21

8 hours



Volunteering

Volunteering activity included working with our existing partners such as the Drive Forward Foundation where our colleagues volunteered their time as mentors. We also formed new partnerships including Under One Sky - a charity helping the homeless community by providing them with snacks and clothing.

Employee volunteering	2017/18	2018/19	2019/20	2020/21	2021/22
Number of staff volunteering	208	180	174	175	42
Total number of staff (average)	404	420	456	481	512
Proportion of staff volunteering	51%	43%	38%	36%	8%
Number of volunteering hours	2,705	1,915	1,408	2,104	276
Average number of hours spent volunteering per member of staff	7	5	3	4	0.5

HEALTH, WELLBEING AND DIVERSITY

Our people continued

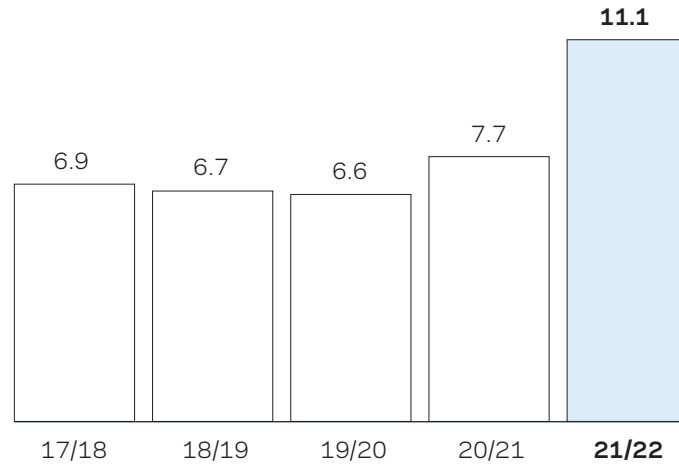
See related information in the Annual Report on **page 33**

Staff turnover

Staff voluntary turnover rate

% of total staff based on average number of staff for each financial year

11.1%



Total number and rate of staff turnover by gender, age group and region	2017/18	2018/19	2019/20	2020/21	2021/22
Total number of staff leaving during reporting period	28	28	30	37	57
Turnover rate (% of total staff) based on average number of staff	6.9%	6.7%	6.6%	7.7%	11.1%
Gender					
Female (number)	10	12	12	16	15
Male (number)	18	16	18	21	42
Female turnover rate (% of average number of female staff)	6.7%	7.7%	6.7%	8.0%	6.8%
Male turnover rate (% of average number of male staff)	7.1%	6.1%	6.5%	7.4%	14.4%
Age					
16-24	1	-	1	5	1
25-35	7	3	13	8	18
36-45	12	9	7	6	17
46-55	5	6	2	6	13
Over 55	3	10	7	12	8
Region					
London	21	21	18	19	38
Windsor	7	7	12	18	19

STAKEHOLDER ENGAGEMENT

Our customers

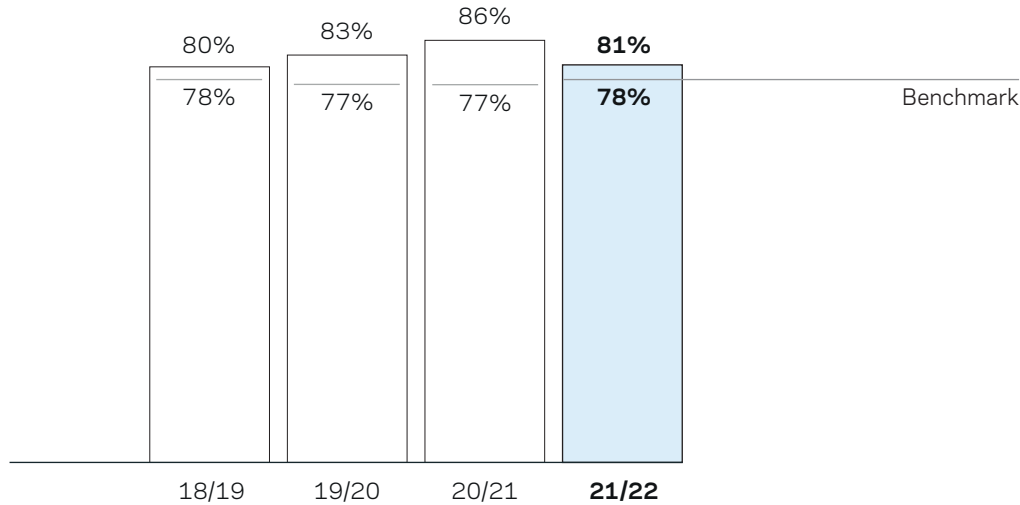
See related information in the Annual Report on **page 33**

Customer satisfaction

We have outperformed the Institute of Customer Service benchmark each year

81%

of our customers are 'satisfied' or 'very satisfied'



In 2018/19 London, Regional, Marine and Rural customers were surveyed.

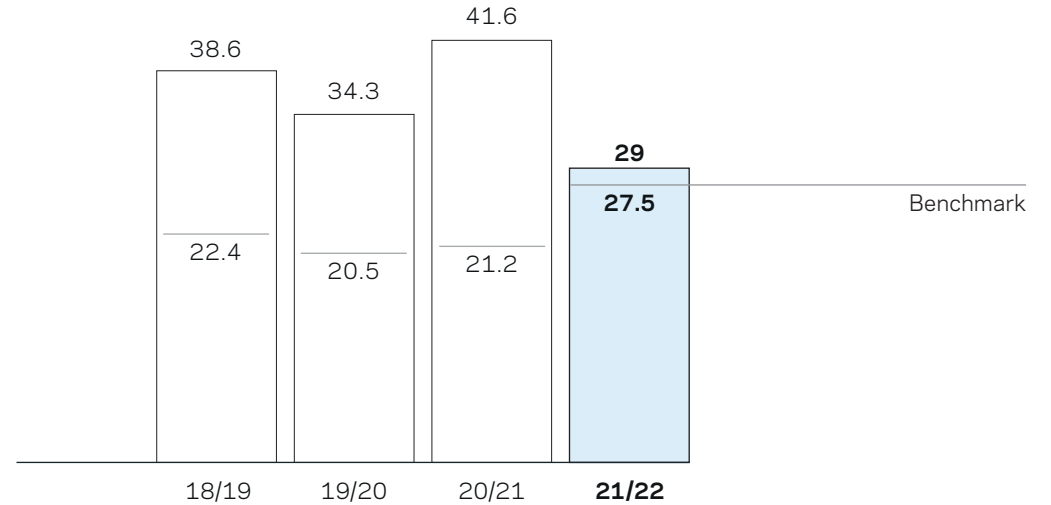
In all other years London and Regional customers were surveyed.

Net Promoter Score

We have outperformed the Institute of Customer Service Net Promoter Score (NPS) UK benchmark each year

29

London and Regional portfolios





London
The Crown Estate
1 St James's Market
London
SW1Y 4AH
T 020 7851 5000

Windsor
The Crown Estate
The Great Park
Windsor
SL4 2HT
T 01753 860 222

thecrownestate.co.uk
[@TheCrownEstate](https://www.instagram.com/TheCrownEstate)